

Summary of Nomination Policy for Recruitment of Board Members

Coca-Cola HBC AG

Objective:

The appointment to the Board of Directors of a candidate who will contribute optimally to the balance of skills, experience, knowledge and diversity of the Board. The policy will guide the Nomination Committee and the Board on nomination of Board members.

General Requirements:

1. **Independence:** The candidate must satisfy the independence requirements of the UK Corporate Governance Code and have no conflicts of interest with the Company or its major shareholders. In addition, the candidate should be independent in character and judgement and be able to represent and act in the best interest of all shareholders of the Company.
2. **Availability:** Each Board member must have sufficient time available for the proper performance of his or her duties. Directors should be sufficiently free of other commitments to be able to devote the time needed to prepare for meetings and participate in induction, training, appraisal and other Board associated activities. Members must be able to commit at least 27 working days per year to the company, including meeting preparation time.
3. **Motivation:** The candidate should have a strong interest and motivation in joining CCHBC Board of Directors and should be able to be a true ambassador for the CCHBC's business and values.
4. **Standing:** The candidate should be of the highest ethical character and have an excellent reputation and standing, both personally and professionally, in European senior business circles.
5. **Diversity:** The candidate should contribute to the Board of Directors being a diverse body, with diversity reflecting gender, ethnic and educational background, age, nationality, skills and professional experience. Given the current composition of the Board, a female candidate would be an advantage but not a requirement.
6. **Business Experience:** The candidate should have significant experience from a senior role in an area of business, public affairs or academia, relevant to CCHBC. Awareness of the beverage industry would be an advantage but not a requirement in all cases.
7. **Public Board Experience:** The candidate should have relevant expertise and experience earned as a Board member of a reputable international company with a listing on a recognized stock exchange or from a senior position in public affairs or academia.

Specific Requirements:

Specific requirements may apply to individual recruitment initiatives.